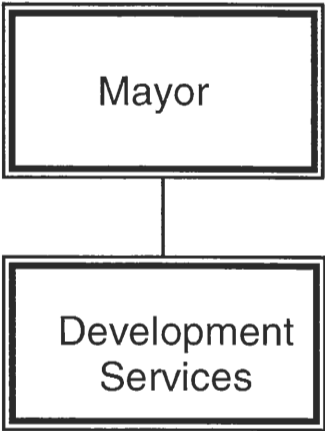
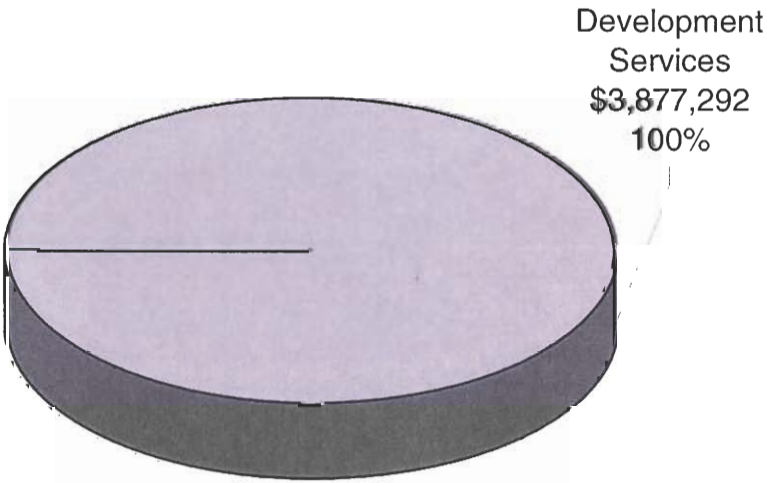


Development Services

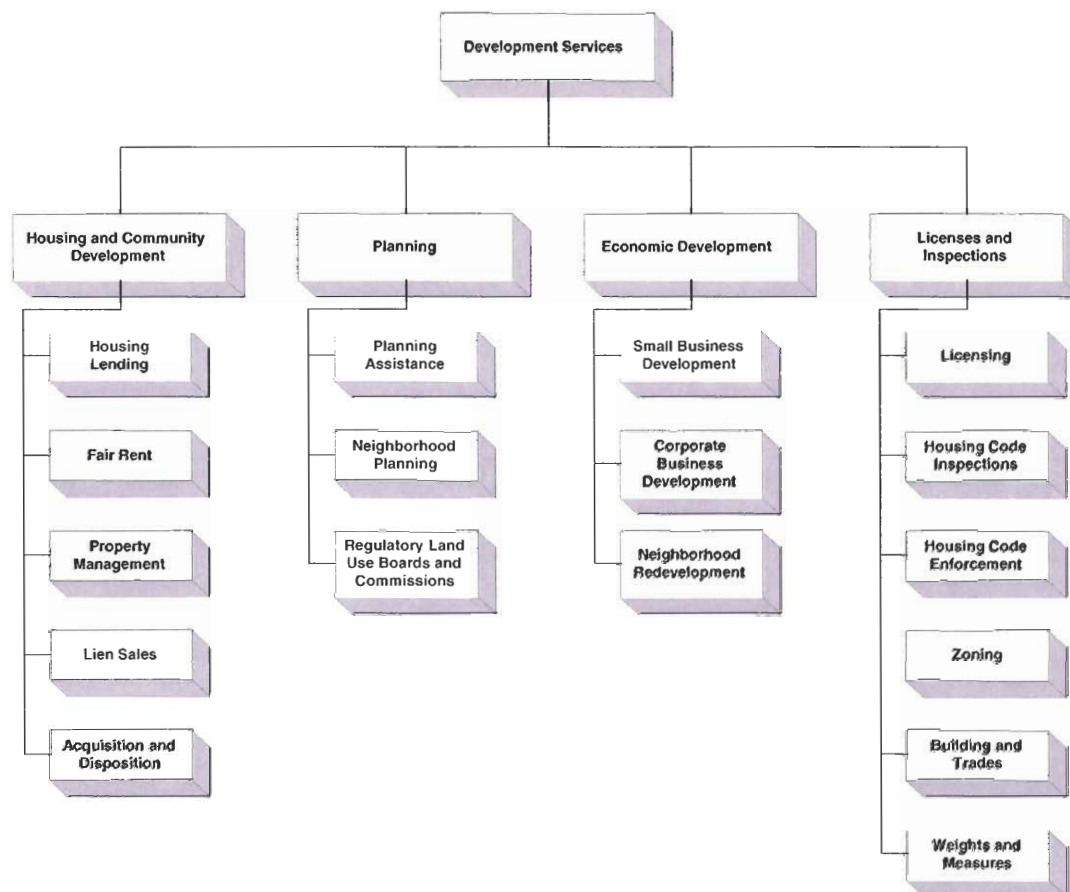


Department Expenditures as a Percentage of Development Services Function Total



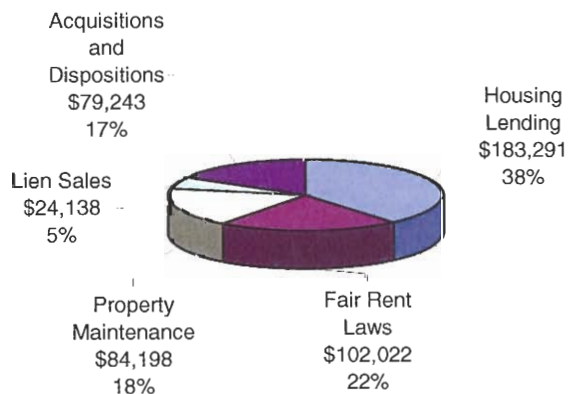
DEVELOPMENT SERVICES

DEPARTMENT ORGANIZATION BY PROGRAM

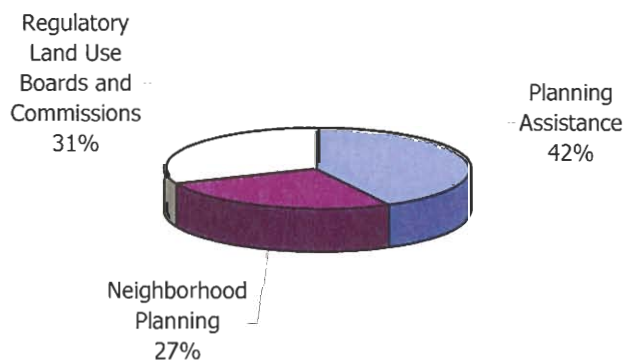


PROGRAM PERCENTAGE OF DEVELOPMENT SERVICES BUDGET

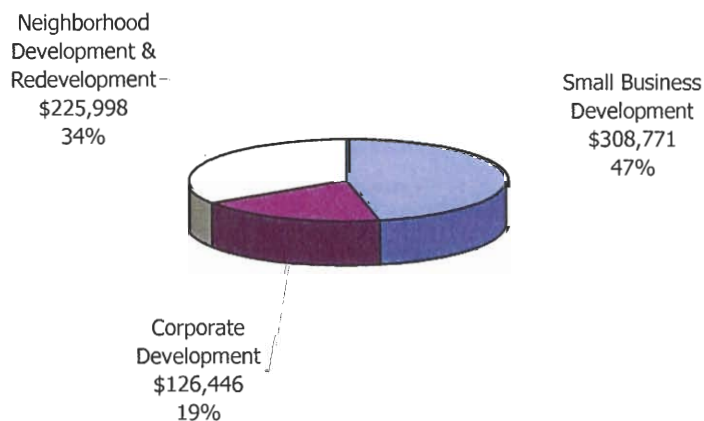
Housing Division



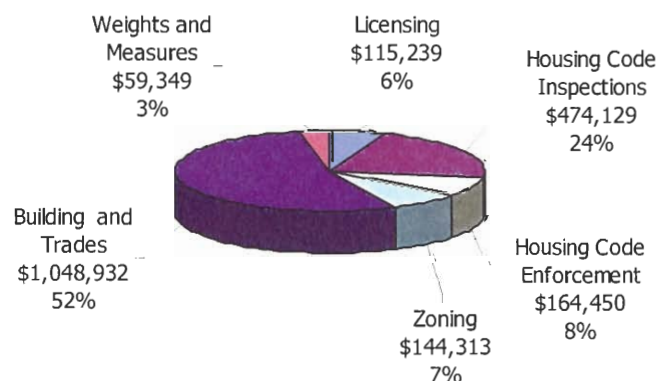
Planning Division



Economic Development



License and Inspection



24-1
DEVELOPMENT SERVICES

MISSION STATEMENT

The Development Services Department serves to promote the orderly development of the City by helping residents and policy makers plan for Hartford's future, and to provide professional and administrative services to developers, businesses, Hartford residents, City land use regulatory boards and commissions and other City agencies.

SIGNIFICANT FEATURES

The 2005-2006 Adopted Budget is \$3,877,292. This reflects an increase of \$197,277 over the 2004-2005 Adopted Budget. The net increase is the result of contractual increases to salary accounts and new positions added, offset by a reduction in non-personnel accounts for supplies, materials and contractual services. The total cost of legally mandated activities is \$3,008,648, which is 78% of Development Services' Adopted Budget.

DEPARTMENT BUDGET SUMMARY

| | | FY 03 - 04 | FY 04 - 05 | FY 04 - 05 | FY 05 - 06 | FY 06 - 07 |
|---------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | Actual | Adopted | Revised | Adopted | Forecast |
| Division | | | | | | |
| 420A | Administration | 32,913 | 122,500 | 121,557 | 0 | 0 |
| 420B | Planning | 513,363 | 657,198 | 553,543 | 0 | 0 |
| | Housing and Community Development | | | | | |
| 420C | | 397,864 | 480,839 | 409,284 | 0 | 0 |
| 420D | Licenses and Inspections | 1,732,222 | 1,836,678 | 1,852,404 | 0 | 0 |
| 420E | Economic Development | 0 | 582,800 | 782,800 | 0 | 0 |
| Program | | | | | | |
| 4200004 | Housing Lending | 0 | 0 | 0 | 183,292 | 187,261 |
| 4200005 | Fair Rent | 0 | 0 | 0 | 102,021 | 105,333 |
| 4200006 | Property Maintenance | 0 | 0 | 0 | 84,197 | 87,153 |
| 4200007 | Lien Sales | 0 | 0 | 0 | 24,137 | 24,747 |
| 4200008 | Acquisitions and Dispositions | 0 | 0 | 0 | 79,242 | 81,230 |
| 4200009 | Licensing | 0 | 0 | 0 | 115,239 | 119,630 |
| 4200010 | Housing Code Inspections | 0 | 0 | 0 | 474,129 | 451,141 |
| 4200011 | Housing Code Enforcement | 0 | 0 | 0 | 164,450 | 160,041 |
| 4200012 | Zoning | 0 | 0 | 0 | 144,314 | 148,135 |
| 4200013 | Building and Trades | 0 | 0 | 0 | 1,048,928 | 1,100,951 |
| 4200014 | Weights and Measures | 0 | 0 | 0 | 59,350 | 62,733 |
| 4200015 | Planning Assistance | 0 | 0 | 0 | 310,069 | 320,693 |
| 4200016 | Neighborhood Planning | 0 | 0 | 0 | 195,376 | 202,086 |
| | Regulatory Land Use Boards and Commissions | | | | | |
| 4200017 | | 0 | 0 | 0 | 231,333 | 239,496 |
| 4200018 | Small Business Development | 0 | 0 | 0 | 308,771 | 316,016 |
| 4200019 | Corporate Business Development | 0 | 0 | 0 | 126,446 | 129,235 |
| 4200020 | Neighborhood Redevelopment | 0 | 0 | 0 | 225,998 | 231,733 |
| GENERAL FUND | General Fund Total | 2,676,361 | 3,680,015 | 3,719,588 | 3,877,292 | 3,967,614 |
| | Positions | 49 | 56 | 56 | 70 | 69 |
| | Revenue | 6,966,268 | 5,936,800 | 5,926,290 | 5,238,640 | 6,332,300 |
| | Fringe Benefits Cost | 847,498 | 947,092 | 1,101,646 | 1,345,748 | 1,372,498 |
| OTHER FUND | Other Fund Total | 43,135,000 | 35,554,000 | 35,541,000 | 37,419,000 | 37,419,000 |
| | Positions | 0 | 0 | 0 | 12 | 0 |
| | Revenue | 43,027,000 | 35,554,000 | 35,541,000 | 37,419,000 | 37,419,000 |
| | Fringe Benefits Cost | 0 | 0 | 0 | 275,667 | 0 |

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DEVELOPMENT SERVICES

| |
|--------------------------|
| BUDGET HIGHLIGHTS |
|--------------------------|

Fiscal Year 2004-2005

Housing and Property Management Division

- Made a combined total of 92 loans and had an additional 239 in the pipeline, 244 City properties have been maintained, and 20 tax liens and City owned properties were sold.

Planning Division

- Conducted 144 reviews and presentations for the City's land use boards and commissions and the Zoning Board of Appeals; conducted 21 special studies.
- Assisted the fourteen Neighborhood Revitalization Committees to identify and eliminate blighted properties and to plan and implement neighborhood improvements by reviewing and approving 30 neighborhood proposals.

Licenses and Inspections Division

- Building and Trades Unit reviewed 2,326 building permit applications and conducted building inspections.
- Issued 2,590 permits, resulting in payments to the city of \$2,389,804. The amount of construction costs during the first six months of the current fiscal year, \$267,762,582, has already exceeded FY03-04's total of \$260,835,403.
- Housing Code Enforcement Unit as a result of new leadership has more aggressively pursued housing code violations. Additionally, we have been working with the State Attorney to more aggressively prosecute property owners who fail to comply with housing codes.
- Zoning Administration Unit made 812 zoning decisions on building applications and processed 31 Zoning Board of Appeals applications.
- A new software program to better manage data and inspection services, called *City View*, will be fully operational by the summer of 2005.

Grants Management Division

- Manages over \$30 Million a year in federal grants resulting in over 100 contracts annually.
- Spent over \$1.9 million for the purchase of two fire trucks and two emergency water rescue boats and equipment.
- The \$20 million Greater Hartford Job Corp construction project is 90% complete.
- Executed two HUD guaranteed loans and grants for over \$10 million for the new downtown Marriott and funding for a Neighborhood Mall Project in the Clay Arsenal and Northeast neighborhoods. Together they will create 330 jobs for low-moderate income residents.
- Economic Development Initiative – is a \$497,000 special economic development HUD initiative grant for Homeownership Appraisal Gap program, for financing in the form of non-amortizing loans to homebuyers.

Economic Development Division

- HEDC is managing small business, neighborhood and corporate projects. Collectively, these projects will create and/or retain approximately 1750 jobs by the end of FY04-05.
- Major retail projects have returned neighborhood-shopping opportunities to residents.
 - Charter Oak Marketplace is a \$30 million project that will ultimately create 800 full time positions and generate \$1 million in tax revenue.
 - Main and Pavilion represents the first, new commercial development in the Clay-Arsenal neighborhood in over 30 years. This 40,000 square foot shopping center will create approximately 40 jobs.
- HEDC continues to work with the principals of Colt Gateway on their \$100 million renovation and reuse of the historic Colt Armory complex.
- The Redevelopment Agency manages over a dozen Redevelopment Plans throughout the city. A Request for Proposals to develop land at the corner of Park and Main Streets will be issued. Authorization to initiate a new plan at Woodland Street and Albany Avenue will lead to the first new plan in years.

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DEVELOPMENT SERVICES

Fiscal Year 2005-2006

Housing and Property Management Division

- Homeownership Production and Marketing Strategy – will work to: increase funding for development strategies, improve the production environment and provide additional incentives to the development community, increase the quality and improve the condition of homes and neighborhoods and increase the demand for homeownership units in Hartford.
- The Housing Investment Partnership Program (HOME) has approved funding for projects that will result in the construction or renovation of 505 housing units.

Planning Division

- Plan of Conservation and Development – Policies, goals and standards are updated in a comprehensive way, at least once every ten years, for the physical and economic development of the city. This promotes the coordinated development of the city and guides the most desirable use of land for residential, recreational, commercial, industrial and conservation purposes.
- Citywide Geographic Information System (GIS) – coordinates the citywide effort to tie together all available physical data on parcels and properties and allows information to be displayed in a geospatial manner. GIS also supports the planning, management and analysis needs of many City departments, including: Police, Fire, Development Services, Public Works, City Engineers and the Board of Education.

Licenses and Inspections Division

- City View Software Program – will be fully implemented providing better management of data and inspection services and greater integration of the divisions' functions.
- School Construction – Provide plan review and permitting services for the City's \$800 million development program.

Grants Management Division

- Five-year Consolidated Plan - documents the City of Hartford's strategies for the expenditure of U.S. Department of Housing & Urban Development (HUD) and other local and state funds under the Community Development Block Grant (CDBG), Emergency Shelter Grants (ESG), Housing Investment Partnership Program (HOME), and Housing Opportunities for Persons with AIDS programs (HOPWA). In FY 05-06 these funds will total over \$8 million. The overall goals of these programs are to develop viable communities by providing: decent housing, a suitable living environment, and economic opportunities principally for low - and moderate - income persons.

Economic Development Division

- Downtown - Aggressively partner with the private sector, Chamber of Commerce and other business organizations to enhance development opportunities for the redevelopment of downtown's vacant and underutilized parcels. Work with the Capital City Economic Development Authority (CCEDA) to identify and select a developer to install mixed-use development within the Entertainment district across from the Convention Center between Market Street and Columbus Boulevard.
- Neighborhood amenities for downtown residents assist entrepreneurs and real estate professionals identify with site selection needs, provide business planning assistance to start-up operations and assist in all licensing and permitting requirements.
- Entertainment District - Implementation of plan to address the problems arising from the bars and nightclubs in the Entertainment District closing time crowds, noise, parking lots, sanitation and late night vending.

24-4
DEVELOPMENT SERVICES

Housing Division

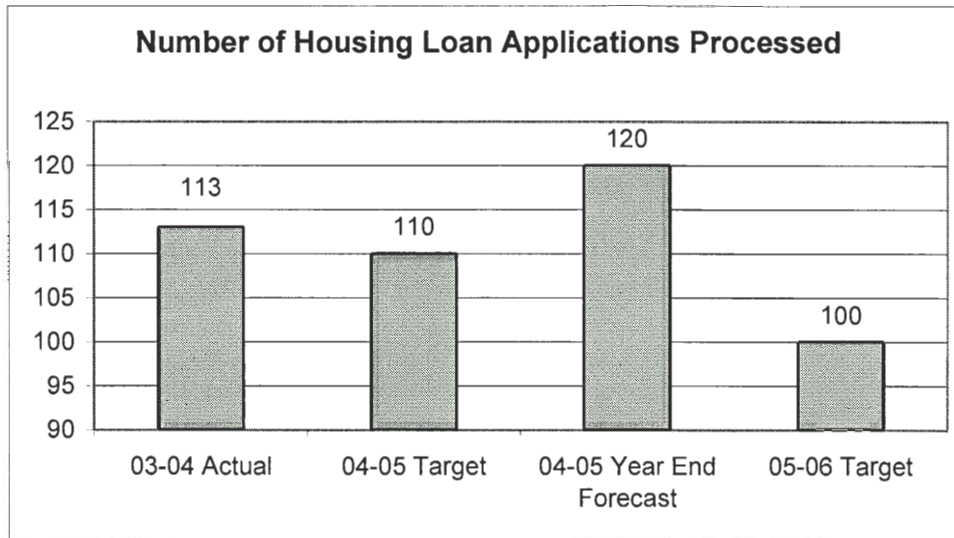
Program: Housing Lending

Goal: The goal of the Housing Lending Program is to provide financing to eligible residents and developers in a timely, cost effective and accountable manner enabling them to make property improvements or purchase a home in line with the City's housing and development strategies.

| Program Activities | | | | |
|-------------------------------|---|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Marketing | Educate Hartford residents about housing lending programs in order to provide financing for property improvements. | | 7 | \$78,469 |
| Intake, Review and Underwrite | Determine program eligibility. | | 6 | \$42,054 |
| Design/ Specifications | Formally establish the construction work to be undertaken so that bid packages are prepared and issued in an accurate and timely manner. | | 7 | \$1,748 |
| Bidding | Evaluate bids for the customer to establish the best responsible price for the work to be done. | | 7 | \$2,800 |
| Construction Loan Closing | Execute all loan closing documents for the customer so that orders to proceed can be issued to contractors in a timely manner. | | 7 | \$10,468 |
| Construction Inspection | Ensure that work progresses for the customer and is performed according to the design/specifications. | | 7 | \$6,034 |
| Close Out | Prepare all final loan closing documents and transmit them to the loan-servicing agent so that loan collection begins in a timely manner after work is completed. | | 7 | \$41,719 |
| Total for Program | | | | \$183,292 |

| | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|-------------------------------------|-------------------------|-------------------------|--|-------------------------|
| Output | | | | |
| # of applications processed | 113 | 110 | 120 | 100 |
| # of construction loans closed | 96 | 30 | 75 | 30 |
| # of property improvements financed | 24 | 10 | 10 | 30 |
| # of homeownership units created | n/a | n/a | n/a | 100 - 200 |

**24-5
DEVELOPMENT SERVICES**



Program: Fair Rent Laws

Goal: The goal of the Fair Rent Laws Program is to administer the Fair Rent statutes.

| Program Activities | | | | |
|-----------------------------------|--|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Complaint Intake | Receive complaints and record all pertinent information to determine appropriate action to facilitate dispute resolution between tenant and landlord. | √ | | \$27,810 |
| Research and Evaluation | Research comparable rents within the area to assess reasonableness of proposed rent increase for use in facilitating dispute resolution between tenant and landlord. | √ | | \$24,904 |
| Negotiations | Facilitate discussions between landlord and tenant in an attempt to reach resolution. | √ | | \$22,199 |
| Fair Rent Commission Adjudication | Schedule meetings of the Commission between tenant and landlord for dispute adjudication if negotiations do not reach resolution. | √ | | \$27,108 |
| Total for Program | | | | \$102,021 |

| | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|--------------------------|---------------------|---------------------|--------------------------------|---------------------|
| Output | | | | |
| # of complaints received | 4 | 4 | 4 | 10 |
| # of cases resolved | 4 | 4 | 4 | 10 |

24-6
DEVELOPMENT SERVICES

Program: Property Maintenance

Goal: The goal of the Property Maintenance Program is to protect and maintain foreclosed properties owned by the City.

| Program Activities | | | | |
|------------------------------------|--|----------------------|---------------------|-----------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Property Management | Determine the level and frequency of maintenance on individual properties to ensure they are properly maintained to protect the City's legal and financial position. | √ | 6 | \$20,855 |
| Contract Management and Monitoring | Ensure that the maintenance contracts are effectively administered to ensure properties are properly maintained to protect the City's legal and financial position. | √ | 6 | \$17,218 |
| Resolve Complaints | Effectively respond to citizen complaints regarding property management issues to ensure they are resolved in compliance with City codes and ordinances. | √ | 6 | \$20,065 |
| Secure Property (Mothball) | Make properties sufficiently secure so that break-ins are minimized, that neighboring residents and businesses are safer, and that the City's legal and financial position is protected. | √ | 6 | \$26,059 |
| Total for Program | | | | \$84,197 |

| | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|-------------------------|-------------------------|-------------------------|--|-------------------------|
| Output | | | | |
| # of properties managed | 198 | 75 | 100 | 50 |

Program: Lien Sales

Goal: The goal of the Lien Sales Program is to generate income for the City through sale of liens and to encourage development by facilitating site control.

| Program Activities | | | | |
|---|---|----------------------|---------------------|-----------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Research and Evaluate Tax Delinquent Properties | Determine which liens should be sold or given to collection agency to maximize the economic return to the City. | | 7 | \$3,463 |
| Review and Evaluate Lien Sale Offers | Determine which offers are the highest and best to generate income for the City. | | 7 | \$8,890 |
| Individual Lien Sales | Sell liens to individuals where appropriate to generate and maximize income for the City. | | 7 | \$3,098 |
| Bulk Lien Sales | Produce a list of tax liens appropriate for sale in bulk to generate and maximize income for the City. | | 7 | \$5,477 |
| Lien Auctions | Determine which tax liens exceed the property value so that they can be auctioned to generate and maximize income for the City. | | 7 | \$3,209 |
| Total for Program | | | | \$24,137 |

**24-7
DEVELOPMENT SERVICES**

| | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|----------------------------|-------------------------|-------------------------|--|-------------------------|
| Output | | | | |
| # of individual liens sold | 5 | 30 | 15 | 20 |
| \$ of revenue generated | \$60,445 | \$125,000 | \$150,000 | \$300,000 |

Program: Acquisitions and Dispositions

Goal: The goal of the Acquisitions and Dispositions Program is to eliminate blight by identifying properties eligible for foreclosure and returning them to productive use.

| Program Activities | | | | |
|---|--|--------------------------|-------------------------|-----------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Identify Eligible Property for Foreclosure Filing | Determine if a property meets the statutory requirements making it eligible for summary foreclosure and to file foreclosure within statutory deadline to protect the City's legal and financial interests. | √ | 7 | \$18,617 |
| Take Possession | Take title to properties that were foreclosed for delinquent taxes to ensure the City's interests are protected. | √ | 7 | \$18,804 |
| Evaluate Properties | Determine which properties should be preserved for future development to protect the City's interests and its plan of development. | √ | 7 | \$27,789 |
| Property Sales | Generate income and return properties to productive use by selling properties to responsible developers who will redevelop them in the best interests of the City. | √ | 7 | \$14,032 |
| Total for Program | | | | \$79,242 |

| | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|------------------------------------|-------------------------|-------------------------|--|-------------------------|
| Output | | | | |
| # of property titles taken | n/a | 50 | 0 | 0 |
| # of properties sold | 27 | 25 | 12 | 12 |
| \$ of revenue returned to the City | \$1,166,365 | \$80,000 | \$90,000 | \$100,000 |

**24-8
DEVELOPMENT SERVICES**

Licenses & Inspections Division

Program: Licensing

Goal: The goal of the Licensing Program is to license certain businesses, such as second hand dealers, pawn brokers, theaters, and bowling alleys, among others, and issue vending identifications such as food vendors, merchandise vendors, as well as collect fees from food establishments, to assure the city's residents and visitors that these business are certified to operate in compliance within applicable health, safety and business operation regulations.

| Program Activities | | | | |
|-----------------------------------|--|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Issue Licenses | Certify the licensee has met the City's requirements for operating a business and providing services, and to grant the licensee authorization to conduct its business in the City. | √ | 4 | \$65,038 |
| Collect Fees | Ensure licensing fees are collected and reported to the Finance Department in a timely manner. | √ | 4 | \$40,696 |
| Investigate and Resolve Inquiries | Respond to customer inquiries in a timely manner. | √ | 1 | \$9,505 |
| Total for Program | | | | \$115,239 |

| Key Performance Measures | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|--|---------------------|---------------------|--------------------------------|---------------------|
| Output | | | | |
| # of licenses issued | 3,042 | 3,000 | 3,000 | 3,000 |
| Fees received from licenses applications | \$329,695 | \$276,675 | \$276,675 | \$300,000 |

24-9
DEVELOPMENT SERVICES

Program: Housing Code Inspection

Goal: The goal of the Housing Code Inspections Program is to respond to complaints in a timely manner, cite violations for remediation and follow up to ensure compliance.

| Program Activities | | | | |
|----------------------------------|---|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Exterior Inspections | Inspect the exterior of properties resulting from complaints made by neighbors or other authorized agencies to determine if violations exist and prescribe remediation for compliance as necessary. | √ | 6 | \$93,687 |
| Interior Inspections | Inspect the interior of properties at the request of tenant, neighbors, or other authorized agencies to determine if violations exist and prescribe remediation as necessary. | √ | 6 | \$93,744 |
| Department Initiated Inspections | Conduct preventative inspections on a block-by-block basis to ensure code compliance when potential violations appear to be present. | √ | 1 | \$43,299 |
| Emergency Housing Inspections | Inspect all emergency requests for Housing Code inspections within 24 hours and determine if the housing is in compliance or violations should be cited for remediation. | √ | 6 | \$51,082 |
| Fair Rent Inspections | Provide a through inspection of the housing units in collaboration with Housing Division and report findings, cite any code violations and prescribe remediation. | √ | | \$17,507 |
| Post Inspection Referrals | The goal of Post Inspection Referrals is after an inspection of the area that a referral is made to the proper agency or department to ensure appropriate and timely remediation. | √ | 1 | \$65,789 |
| General Complaints | Respond to complaints received via telephone, over the counter or from other agencies and to respond within a timely manner to ensure code compliance. | √ | 6 | \$109,021 |
| Total for Program | | | | \$474,129 |

| Key Performance Measures | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|---|---------------------|---------------------|--------------------------------|---------------------|
| Output | | | | |
| # of emergency inspections conducted | 1,132 | 1,000 | 900 | 1003 |
| # of complaint inspections conducted | 10,165 | 10,000 | 12,000 | 9900 |
| # of Certificate of Apartment Occupancy Inspections made | 972 | 900 | 900 | 1225 |
| # of exterior inspection violations brought into compliance | 1790 | 1600 | 1800 | 1662 |
| # of interior inspection violations brought into compliance | 3201 | 2800 | 2600 | 2247 |

**24-10
DEVELOPMENT SERVICES**

Program: Housing Code Enforcement

Goal: The goal of the Housing Code Enforcement Program is to ensure the health, safety and welfare of residents of the City of Hartford by ensuring through effective enforcement that dwellings are in compliance with state statutes and municipal ordinances.

| Program Activities | | | | |
|--|---|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Rooming House, Rehabilitation Homes and Hotel Inspection | Ensure code compliance of dwellings that provide occupancy for three or more unrelated people. | √ | 1 | \$18,837 |
| Certificate of Apartment Occupancy | Make the inspections as requested by an apartment owner to certify code compliance to ensure new tenants are leasing a safe dwelling. | √ | 1 | \$71,766 |
| Re-Inspections | Provide a follow-up on non-compliant inspections to ensure the dwelling is brought into compliance in a timely manner. | √ | 1 | \$40,796 |
| Housing Loan Inspections | Assist the Housing Division by reporting on the code compliance of the housing owners seeking renovation or reconstruction loans. | √ | 7 | \$33,051 |
| Total for Program | | | | \$164,450 |

| Key Performance Measures | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|--|---------------------|---------------------|--------------------------------|---------------------|
| Output | | | | |
| # of Certificates of Apartment Occupancy issued | 939 | 620 | 800 | 1088 |
| # of violation letters issued | 1,580 | 1,200 | 1,200 | 1327 |
| # of cases submitted to Corporation Counsel for court disposition | n/a | n/a | n/a | n/a |
| # of cases submitted to Corporation Counsel adjudicated in our favor | n/a | n/a | n/a | n/a |

24-11
DEVELOPMENT SERVICES

Program: Zoning

Goal: The goal of the Zoning Program is to examine plans and permit applications for issuance of permits and Zoning Certificates of Occupancy to inspect properties for zoning compliance and enforcement, as well as to act as clerk for the Zoning Board of Appeals for zoning compliance and administer their public hearings.

| Program Activities | | | | |
|---------------------------|---|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Zoning Administration | Review for issuance, or give written response to, Building and Trades permits within 5 days of the division's receipt, and manage the required review and approval process by outside boards and commissions. | √ | 4 | \$78,893 |
| Zoning Board of Appeals | Conduct public hearings for zoning ordinance appeals and decisions of the Zoning Administration to ensure compliance with City and State regulations. | √ | 7 | \$49,233 |
| Zoning Enforcement | Inspect properties and cite zoning code violations in an effective and timely manner to ensure zoning compliance. | √ | 6 | \$16,188 |
| Total for Program | | | | \$144,314 |

| Key Performance Measures | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|---|---------------------|---------------------|--------------------------------|---------------------|
| Output | | | | |
| # of building permits reviewed by zoning division | 1,892 | 1,400 | 1,500 | 1450 |
| # of zoning permits issued | 45 | 35 | 45 | 40 |
| # of zoning Certificates of Occupancy issued | 74 | 50 | 80 | 70 |
| # of Zoning Board of Appeals cases heard | 57 | 45 | 45 | 45 |

24-12
DEVELOPMENT SERVICES

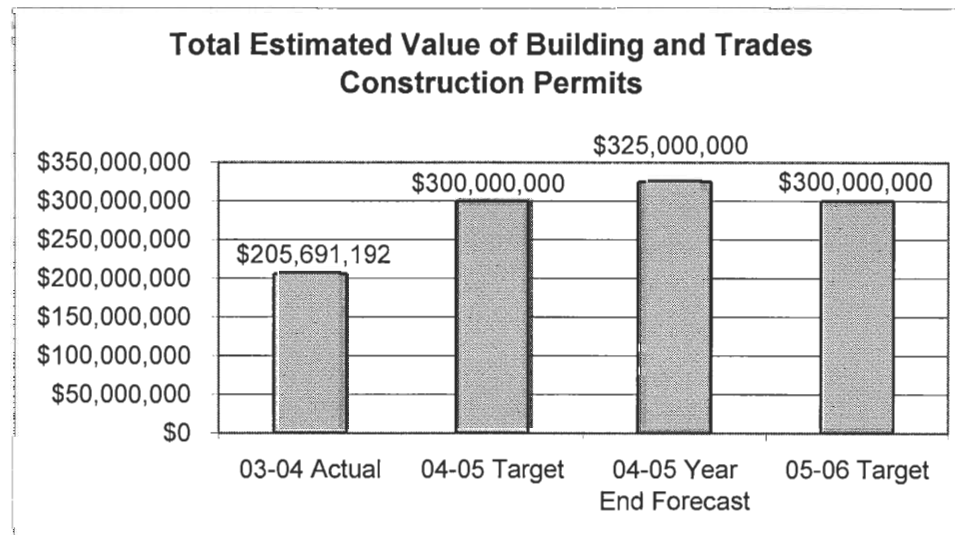
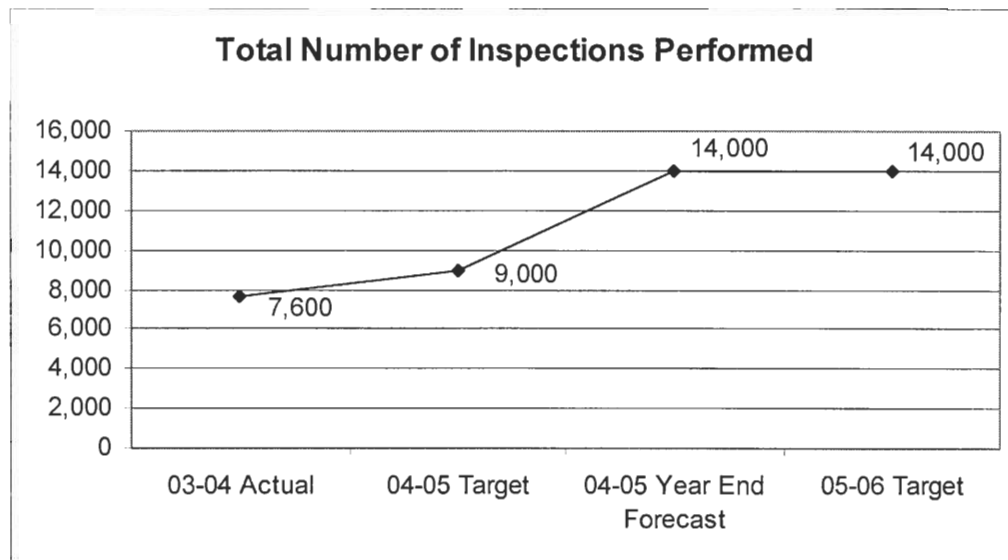
Program: Building and Trades

Goal: The goal of the Building and Trades Program is to review building permit applications and plans for code compliance, issue building permits and conduct on going building inspections to assist and ensure property owners and contractors build and repair housing and commercial buildings in compliance with applicable building codes.

| Program Activities | | | | |
|---|--|----------------------|---------------------|--------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Plan Review | Review building plans for property owners to ensure building code compliance and issue permits granting the customer the authorization proceed with construction projects. | √ | 3 | \$103,623 |
| Customer Service | Assist contractors, architects, engineers, real estate agents and property owners in interpreting State Building Code requirements to ensure code compliance. While providing pertinent information to customer to achieve goal. | √ | | \$27,928 |
| Structural and Trades Inspection | Ensure all construction permits issued, complaints addressed, and emergency inspections conducted are completed in conformance with State of Connecticut building code and BOCA. | √ | 1 | \$10,735 |
| Issue Permits | Issue approved permits granting the customer the authorization to proceed with construction projects. | √ | 3 | \$54,292 |
| Issue Certificates of Occupancy | Grant the owner the authorization to temporarily or permanently occupy a designated space. | √ | 1 | \$36,142 |
| Intent to Demolish | Review demolition applications for code compliance, obtain final approval to demolish, and grant permits authorizing demolition. | √ | 1 | \$15,478 |
| Pre Demolition Inspections | Check the building and surrounding area and ensure it is safe to conduct the demolition. | √ | 1 | \$6,102 |
| Administration of Additional Fees for Actual Cost | Recover additional fees reflecting actual construction costs. | √ | 4 | \$32,672 |
| Permit Inspections | Provide inspection for all permits for property owners to ensure conformance to plans and code. | √ | 1 | \$568,830 |
| Complaint Inspections | Conduct inspections of building, electrical, plumbing, heating/HVAC complaints received via telephone, over the counter or from other agencies to ensure code compliance. | √ | 1 | \$133,740 |
| Emergency Inspections | Make inspections immediately upon request of other agencies and or general public to ensure code compliance. | √ | 1 | \$59,386 |
| Total for Program | | | | \$1,048,928 |

**24-13
DEVELOPMENT SERVICES**

| Key Performance Measures | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|---|-----------------|-----------------|-------------------------------|-----------------|
| Output | | | | |
| Total # of applications received | 5,209 | 5,000 | 5,000 | 5,000 |
| Total # of permits issued | 5,068 | 4,515 | 5,000 | 5,000 |
| Total # of inspections performed | 7,600 | 9,000 | 14,000 | 14,000 |
| Total of estimated value of building and trades construction permits | \$205,691,192 | \$300,000,000 | \$325,000,000 | \$300,000,000 |
| Total fees received from all building and trades permits applications | \$4,832,035 | \$3,800,000 | \$3,800,000 | \$3,631,000 |
| # of Certificates of Occupancy issued | 175 | 150 | 200 | 200 |
| Effectiveness | | | | |
| % of fees received for construction projects | 99.97% | 100.00% | 100.00% | 100.00% |



24-14
DEVELOPMENT SERVICES

Program: Weights and Measures

Goal: The goal of the Weights and Measures Program is to inspect weights and measures devices for accuracy and integrity to ensure that City residents and visitors receive the quality and quantity of goods and services they receive.

| Program Activities | | | | |
|---------------------------|--|----------------------|---------------------|-----------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Inspections | Inspect all devices within the City annually to ensure they are calibrated correctly so that consumers are assured of the quality and quantity of goods and services received. | √ | 1 | \$48,382 |
| Condemn Devices | Ensure that non-code compliant devices are brought into compliance or removed from service so that consumers are assured of receiving accurate measures of quality and quantity for goods and services received. | √ | 1 | \$6,581 |
| Customer Service | Respond to customer inquiries in a timely manner. | √ | | \$4,387 |
| Total for Program | | | | \$59,350 |

| Key Performance Measures | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|---------------------------------|---------------------|---------------------|--------------------------------|---------------------|
| Output | | | | |
| # of inspections conducted | 319 | 290 | 350 | 400 |
| # of seals issued | 401 | 398 | 379 | 400 |
| Effectiveness | | | | |
| % of devices in compliance | 96% | 98% | 98% | 95% |

24-15
DEVELOPMENT SERVICES

Planning Division

Program: Planning Assistance

Goal: The goal of the Planning Assistance Program is to respond to data, mapping and graphics requests, to produce special reports or projects and provide pre-development assistance to prospective developers.

| Program Activities | | | | |
|--|---|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Special Projects and Capital Improvement Program | Prepare reports and presentations for other City departments, citizen groups, and outside agencies and organizations, to participate in committees, task forces, and other groups that are working on projects that require planning expertise; to coordinate the capital improvement program and to manage the facade improvement program. | √ | 3 | \$84,434 |
| Plan of Conservation & Development | Update the Plan according to statute, to forecast the future physical, social, and economic demands of the City, and to provide City officials and the public with a guide for the future development of the City. | √ | 3 | \$146,557 |
| Zoning Code Revisions & Comprehensive Rewrite | Revise the Code to reflect the Charter changes and to engage in a comprehensive revision of the provisions of the Zoning Regulations. | √ | 4 | \$79,078 |
| Total for Program | | | | \$310,069 |

| Key Performance Measures | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|--|---------------------|---------------------|--------------------------------|---------------------|
| Output | | | | |
| # of special studies conducted | 15 | 15 | 30 | 30 |
| # of specialized mapping or graphical presentations produced | n/a | 25 | 30 | 35 |
| # of planning reviews of City Capital Budget proposals conducted | n/a | 50 | 70 | 50 |
| # of components initiated for Plan of Conservation and Development | n/a | 5 | 5 | 7 |
| # of components completed for Plan of Conservation and Development | n/a | 1 | 0 | 5 |
| # of zoning and code provisions revised in keeping with City overall goals | 45 | 993 | 993 | 10 |

24-16
DEVELOPMENT SERVICES

Program: Neighborhood Planning

Goal: The goal of the Neighborhood Planning Program is to develop plans and strategies for neighborhood improvements and revitalization and assist the fourteen Neighborhood Revitalization Zones.

| Program Activities | | | | |
|-----------------------------------|--|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Neighborhood Revitalization Zones | Engage in a neighborhood planning process with the NRZ Committees, to produce Strategic Plans according to NRZ legislation, and to assist with Plan implementation. | √ | 7 | \$97,688 |
| Planning Liaison | Promote development that is appropriate for the neighborhood by attending NRZ and community meetings; involving neighborhood stakeholders in the development process; providing predevelopment counseling to prospective developers; sharing information; and encouraging neighborhood input in the public review process. | √ | 7 | \$97,688 |
| Total for Program | | | | \$195,376 |

| Key Performance Measures | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|--|---------------------|---------------------|--------------------------------|---------------------|
| Output | | | | |
| # of neighborhood housing proposals reviewed and approved | n/a | 15 | 50 | 30 |
| # of neighborhood meetings at which planning assistance was provided | 70 | 70 | 70 | 75 |
| # of NRZ special projects | n/a | 4 | 8 | 10 |
| # of Business Façade Improvements | n/a | 25 | 37 | 25 |
| Value of façade improvements | n/a | n/a | n/a | \$900,000 |

24-17
DEVELOPMENT SERVICES

Program: Regulatory Land Use Boards and Commissions

Goal: The goal of the Regulatory Land Use Boards and Commission Support Program is to regulate land use in accordance with statutes and to apply planning principles that promote quality development.

| Program Activities | | | | |
|------------------------------|--|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Application Processing | Ensure that all referrals and applications for regulatory land use matters are accepted, reviewed, and acted upon in accordance with the applicable statutes. | √ | 7 | \$71,283 |
| Customer Service | Educate customers on development principles and processes and to respond to their inquiries in a timely and accurate manner. | √ | 7 | \$49,465 |
| Professional Staff Support | Prepare official presentations, reviews and reports for action by the City's boards and commissions in order to make land use decisions in accordance with statutes and sound planning principles. | √ | 7 | \$51,220 |
| Administrative Staff Support | Prepare all mailings and maintain all official records of meetings and actions. | √ | 7 | \$59,365 |
| Total for Program | | | | \$231,333 |

| Key Performance Measures | 03-04 Actual | 04-05 Target | 04-05 Year End Forecast | 05-06 Target |
|--|---------------------|---------------------|--------------------------------|---------------------|
| Output | | | | |
| # of planning reviews for the Planning and Zoning Commission and Inland Wetland Agency | n/a | 100 | 120 | 120 |
| # of planning reviews for the Design Review Board | n/a | 5 | 6 | 10 |
| # of planning reviews for the Zoning Board of Appeals | n/a | 75 | 100 | 80 |
| # of planning reviews for the Historic Preservation Commission | n/a | 5 | 8 | 10 |
| # of economic development proposals reviewed and approved for all commissions | n/a | 20 | 20 | 25 |
| Total # of planning reviews for all Boards and Commissions - FY02-03 and FY03-04 was only available as a total | 238 | 258 | 234 | 220 |

24-18
DEVELOPMENT SERVICES

Economic Development Division

Program: Small Business Development

Goal: The goal of the Small Business Development Program is to provide technical assistance to neighborhood businesses and entrepreneurs interested in starting new businesses.

| Program Activities | | | | |
|----------------------------------|--|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Business Retention and Expansion | Assist corporate clients gain access to programs and services that are critical to their success so that they stay and grow in Hartford. | | 3 | \$224,299 |
| Startup Business Support | Assist entrepreneurs with business plans, access to capital, real estate issues and other resources. | | 3 | \$84,472 |
| Total for Program | | | | \$308,771 |

Program: Corporate Development

Goal: The goal of Corporate Development is to ensure that Corporate Project Managers work with industrial companies, commercial service firms and chain retailers on projects that retain and create new jobs and spur investment in the City.

| Program Activities | | | | |
|----------------------------------|---|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| Business Retention and Expansion | Visit with and provide a wide variety of services to neighborhood based businesses that lead to their success. Services include: permitting assistance, loan packaging, and quality of life concerns. | | 3 | \$90,142 |
| Business Recruitment | Assist businesses and their real estate representatives evaluate Hartford as a place to do business by providing demographic, market and site/facility information. | | 3 | \$36,304 |
| Total for Program | | | | \$126,446 |

Program: Neighborhood Development and Redevelopment

Goal: The goal of Neighborhood Development and Redevelopment is to provide assistance to developers and neighborhood groups to ensure that blighted and underutilized properties are renovated and put back to productive reuse. The goal of the Hartford Redevelopment Agency (HRA) is to establish and manage Redevelopment Plans under the authority granted by Conn. Gen. Stat. §130.

| Program Activities | | | | |
|------------------------------|--|----------------------|---------------------|------------------|
| Name | Goal | Legal Mandate | Mayor's Goal | Cost |
| HRA Project Management | Manage Redevelopment Plans in accordance with state statutory authority. | | 3 | \$167,469 |
| Neighborhood Project Support | Provide technical assistance to developers and to facilitate productive relationships between developers, businesses and neighborhood groups on revitalization projects. | | 3 | \$58,529 |
| Total for Program | | | | \$225,998 |

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

| City of Hartford: City Matrix 2005-2006 | | | | | | | | | |
|---|---|---|--|--|--|----|----------|----|----|
| City-Wide Goal | | | | DEVELOPMENT SERVICES | | | | | |
| City-Wide Strategies | | | | | | | | | |
| Department Objectives | | | | Activity | Actions | 05 | Timeline | 06 | |
| | | | | | | 1Q | 2Q | 3Q | 4Q |
| 1.0 | Improve Public Safety | | | | | | | | |
| | 1.7 | Improve building safety | | | | | | | |
| | 1.7.1 | Secure/demolish unsafe buildings | | Secure Property | 1 - New contractor selected for securing buildings. | | | X | |
| | 1.7.2 | Improve effectiveness of plan review/inspections | | Plan Review | 1 - Plan reviewer maintains review letter log for permits. | X | X | X | X |
| | 1.7.3 | Referral of violations to housing court | | Post Inspection Referrals | 1 - Court referrals are tracked through City View. | X | X | X | X |
| | 1.7.4 | Respond to neighborhood complaints quickly | | Complaint Inspections | 1 - New City View system in place. | X | | | |
| | | | | | 2 - Staff receive complaints though Internet and Civic Radar system. | X | | | |
| 2.0 | Provide Quality Education for Workforce Development | | | | | | | | |
| | 2.4 | Through renovations and improvements, provide schools that are clean, safe and equipped for the educational needs of the Twenty-First Century | | | | | | | |
| | 2.4.1 | Manage Design Review Team process for pre-application reviews | | Special Projects and Capital Improvement Program | 1 - Applicant can schedule pre-review meeting with plan reviewer. | X | X | X | X |

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

| City of Hartford: City Matrix 2005-2006 | | | | | | | | | |
|---|--------------------------------|--|--|--------------------------------------|--|----|----------|----|----|
| City-Wide Goal | | | | DEVELOPMENT SERVICES | | | | | |
| City-Wide Strategies | | | | | | | | | |
| Department Objectives | | | | Activity | Actions | 05 | Timeline | | 06 |
| | | | | | | 1Q | 2Q | 3Q | 4Q |
| 3.0 | Stimulate Economic Development | | | | | | | | |
| | 3.2 | Develop and implement comprehensive regional initiatives | | | | | | | |
| | 3.2.1 | Develop Regional Comprehensive Economic Development Strategy (CEDs) | | Business Retention and Expansion | 1 - Participate in Strategy Development. | X | X | | |
| | | | | | 2 - Participate in implementation and reporting. | | | X | X |
| | 3.3 | Plan, with neighborhood involvement, and stimulate community/neighborhood economic development | | | | | | | |
| | 3.3.1 | Update 10-year Plan of Conservation and Development | | Plan of Conservation and Development | 1 - Develop neighborhood preservation plans. | | X | X | X |
| | | | | | 2 - Develop downtown improvement plans. | | | X | X |
| | | | | | 3 - Conduct downtown circulation study. | | | X | X |
| | 3.3.2 | Inform and involve NRZs in project evaluation | | Neighborhood Revitalization Zones | 1 - Send agenda of all land use commissions to NRZs. | X | X | X | X |
| | | | | | 2 -Recommend applicants meet with NRZs prior to formal action by City. | X | X | X | X |
| | 3.3.3 | Secure neighborhood input for plan of conservation and development/ CEDs | | Business Retention and Expansion | 1- CEDs - Facilitate neighborhood input in public comment periods. | X | X | | |
| | 3.3.4 | Provide Planning staff assistance to NRZs | | Neighborhood Revitalization Zones | 1 - Support and staff NRZ meetings. | X | X | X | X |

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

| City of Hartford: City Matrix 2005-2006 | | | | | | | | | |
|---|-------|---|--|---|---|----------------|----|----|----|
| City-Wide Goal | | | | DEVELOPMENT SERVICES | | | | | |
| City-Wide Strategies | | | | | | | | | |
| Department Objectives | | | | Activity | Actions | 05 Timeline 06 | | | |
| | | | | | | 1Q | 2Q | 3Q | 4Q |
| | 3.3.5 | Involve community in development of CDBG plans | | CDBG Program | 1 - Hold 6 community meetings, 2 public hearings, 1-2 interviews with Public Access TV. | X | X | X | X |
| | 3.4 | Identify and develop a mix of funding sources | | | | | | | |
| | 3.4.1 | Maximize ratio of private to public dollars | | Business Retention and Expansion, Construction Loan Closing, Grants Development | 1 - Conduct assessment of public funding programs. | X | X | | |
| | | | | | 2 - Pursue funding with eligible projects. | X | X | X | X |
| | | | | | 3 - Seek programmatic changes based on need. | X | X | X | X |
| | 3.4.2 | Support City grant writing vendor role in identifying funding resources | | Grant Development | 1 - Designate individuals as departmental grant liaisons. | X | | | |
| | | | | | 2 - Contact City grant writing vendor for grant information and meet with them. | X | X | | |
| | 3.4.3 | Reprogram dollars for homeownership programs | | Property Management | 1 - Research fund balances | X | X | X | X |
| | | | | | 2 - Prepare Council resolutions | X | X | X | X |

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

| City of Hartford: City Matrix 2005-2006 | | | | | | | | | |
|---|---|---|--|--|---------|----|----------|----|----|
| City-Wide Goal | | | | DEVELOPMENT SERVICES | | | | | |
| City-Wide Strategies | | | | | | | | | |
| Department Objectives | | | | Activity | Actions | 05 | Timeline | 06 | |
| | | | | | | 1Q | 2Q | 3Q | 4Q |
| 3.5 | Effectively market and promote the City | | | | | | | | |
| | 3.5.1 | Participate in Hartford Image Project to help market business opportunities | Business Retention and Expansion, Business Recruitment | 1 - Continue with sponsorship and representation on HIP board. | | X | X | X | X |
| | | | | 2 - Develop economic development collateral material consistent with HIP. | | | X | | |
| | | | | 3 - Seek opportunities to market city through media, sponsorships, trade shows, etc. | | X | X | X | X |
| 3.6 | Improve economic development processes and delivery | | | | | | | | |
| | 3.6.1 | Inventory and manage incentives for assistance | Business Retention and Expansion | 1 - Identify all City assistance programs. | | X | | | |
| | | | Zoning Code Revisions and Comprehensive Rewrite | 2 - Develop standard process for review and approval. | | X | X | | |
| | 3.6.2 | Simplify City development process for businesses | Business Retention and Expansion | 1 - Assemble team to provide accelerated review. | | X | X | X | X |
| | | | Zoning Code Revisions and Comprehensive Rewrite | 2 - Facilitate timely board approvals. | | X | X | X | X |
| | | | Zoning Code Revisions and Comprehensive Rewrite | 3 - Review and update planning and zoning regulations facilitating ease of customer use. | | X | X | | |

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

| City of Hartford: City Matrix 2005-2006 | | | | | | | | | |
|---|--|--|--|----------------------------------|--|----|----------|----|----|
| City-Wide Goal | | | | DEVELOPMENT SERVICES | | | | | |
| City-Wide Strategies | | | | | | | | | |
| Department Objectives | | | | Activity | Actions | 05 | Timeline | | 06 |
| | | | | | | 1Q | 2Q | 3Q | 4Q |
| 3.7 Recruit and retain businesses in the City | | | | | | | | | |
| 3.7.1 | Keep current inventory of property/land for R/R purposes | | | Property Management | 1 - Update inventory monthly, including website. | X | X | X | X |
| 3.7.2 | Create customer friendly environment | | | Customer Service | 1 - Design/ refine customer satisfaction surveys for each division. | X | X | | |
| | | | | | 2 - Conduct surveys. | | X | | |
| | | | | | 3 - Implement initiatives to increase customer satisfaction. | | X | X | X |
| 3.7.3 | Parkville Municipal Development Plan | | | Business Retention and Expansion | 1 - Develop Municipal Development Plan (MDP) for Parkville with funding from DECD. | | X | X | X |
| 3.7.4 | Evaluate fee structure for certain services/products | | | Issue Permits | 1 - Evaluate fee structure for certain services/products. | X | | | |
| | | | | | 2 - Research/ implement best practices. | | | | |
| 3.7.5 | Continue to improve appearance of retail corridors | | | Business Retention and Expansion | 1 - Use CDBG funds to provide façade improvement grants. | X | X | X | X |

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

| City of Hartford: City Matrix 2005-2006 | | | | | | | | | |
|---|---|--|--|--|---|----|----------|----|----|
| City-Wide Goal | | | | DEVELOPMENT SERVICES | | | | | |
| City-Wide Strategies | | | | | | | | | |
| Department Objectives | | | | Activity | Actions | 05 | Timeline | 06 | |
| | | | | | | 1Q | 2Q | 3Q | 4Q |
| 4.0 | Improve Quality Management of Processes/Resources | | | | | | | | |
| | 4.1 | Establish and maintain a system of process improvement | | | | | | | |
| | 4.1.2 | Establish user-friendly software program for L&I | | Customer Service | 1 - Fully implement City-View. | X | X | | |
| | 4.1.3 | Work with departments to improve maintenance of GIS database | | Special Projects and Capital Improvement Program | 1 - Establish bi-weekly GIS users group meeting. | | X | X | X |
| | | | | | 2 - Provide GIS assistance to City departments. | | X | X | X |
| 7.0 | Stimulate Residential Development | | | | | | | | |
| | 7.1 | Increase homeownership | | | | | | | |
| | 7.1.1 | Work through HHA/Redevelopment to reprogram land | | HRA Project Management | 1 - Identify HRA's residential lots for sale. | X | | | |
| | | | | | 2 - Assign priority for homeownership proposals. | X | | | |
| | 7.1.2 | Take lead in development of strategy to advance Homeownership programs | | Homeownership Development | 1 - Report completed. | | | | |
| | | | | | 2 - Implement high dividend/lower investment proposals. | X | X | X | X |
| | 7.3 | Establish and implement a property recycling program | | | | | | | |
| | 7.3.1 | Additional funding to support homeownership initiatives | | Homeownership Development | 1 - Research and identify sources of funding. | X | X | X | X |

ALIGNMENT OF STRATEGIC PLAN OBJECTIVES WITH ACTIVITIES

| City of Hartford: City Matrix 2005-2006 | | | | | | | | | |
|---|-------|--|--|---------------------------|---|----|----------|----|----|
| City-Wide Goal | | | | DEVELOPMENT SERVICES | | | | | |
| City-Wide Strategies | | | | | | | | | |
| Department Objectives | | | | Activity | Actions | 05 | Timeline | | 06 |
| | | | | | | 1Q | 2Q | 3Q | 4Q |
| | 7.3.2 | Convert investor-owned to owner-occupied units | | Homeownership Development | 1 - Research and develop list of investor-owned housing. | X | X | X | X |
| | | | | | 2 - Develop implementation plan and marketing strategy. | | | | |
| | 7.4 | Promote the development and preservation of decent housing that is affordable and attractive to a mix of residents | | | | | | | |
| | 7.4.1 | Support design standards and apply them to sales of City property | | Planning Liaison | 1 - Develop design standards. | | | X | X |
| | | | | | 2 - Apply them to sales of City properties. | | | X | X |
| | 7.4.2 | Support development of historic preservation ordinance | | Planning Liaison | 1 - Assist in the development of an historic preservation ordinance. | X | X | X | X |
| | | | | | 2 - Assist historic preservation commission in developing historic design manual. | X | | | |